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**Subject:** Mission, Vision and Goals

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## Mission, Vision and Goals

Over the last 18 months, Caltrans has been transforming into a modern transportation agency, well positioned to meet the challenges of today and the future. During this time, we've conducted an extensive internal review in which we identified areas to improve our performance, accountability, and communications as a department. Additionally, we welcomed an external review by the State Smart Transportation Initiative offering a valuable perspective on what opportunities may exist.

Through the leadership of the Executive Board and in coordination with the California State Transportation Agency, we've updated our mission to clearly state what it is we do, and complemented it with a new vision:

**MISSION:** Provide a safe, sustainable, integrated, and efficient transportation system to enhance California's economy and livability

**VISION:** A performance-driven, transparent, and accountable organization that values its people, resources and partners, and meets new challenges through leadership, innovation and teamwork

Next, we set new strategic goals to set the course for how we will accomplish this new mission and vision, each of which will have a set of objectives defining our metrics for success. Like our new mission and vision, a lot of thought went into the development of these strategic goals. Today, I have the pleasure of sharing these newly crafted goals with you:

### GOALS:

- **Safety and Health:** Provide a safe transportation system for workers and users, and promote health through active transportation and reduced pollution in communities.
- **Stewardship and Efficiency:** Money counts. Responsibly manage California's transportation-related assets.
- **Sustainability, Livability and Economy:** Make long-lasting, smart mobility decisions that improve the environment, support a vibrant economy, and build communities, not sprawl.
- **System Performance:** Utilize leadership, collaboration and strategic partnerships to develop an integrated transportation system that provides reliable and accessible mobility for travelers.
- **Organizational Excellence:** Be a national leader in delivering quality service through excellent employee performance, public communication, and accountability.

Each goal is interwoven with the others. No single goal stands on its own without affecting another. Cross-cutting strategies are a key to success in meeting our new goals and their objectives (see attachments). Next, we will develop new performance measures for each of the objectives, which

will objectively measure our progress toward achieving our goals and transforming into the transportation department we envision for the future.

This effort builds on our past successes and propels us forward to greater heights. Everyone in this organization contributes to providing a safe transportation system that serves the State of California and enhances the economy and the quality of life.

I am immensely grateful for everyone's hard work and am proud to be part of this excellent organization. Thank you, and we will continue to keep you informed and look forward to engaging you as we move forward.

MALCOLM DOUGHERTY  
Director